

ANTI-RACIST

WRITTEN BY: THE DAP DATA AND RESEARCH TEAM

What is the Index?

The Anti-Racist Design Justice Index is a living tool for architects, designers, planners, and activists committed to taking action against systemic racism within our practices, organizations, academic institutions, and local governments. The goal of the Index is to achieve liberation within design institutions by holding them accountable to their anti-racist commitments. It provides a visual way to track accountability and resources for guiding concrete actions towards the Design Justice Demands.

Who is it for?

The Anti-Racist Design Justice Index provides guidance to architecture, design, planning, and affiliated professionals, including but not limited to these different types of Design Institutions:

PRACTICES TO RESTRUCTURE HOW DESIGN WORK IS IMPLEMENTED, IS COMPENSATED, AND ENGAGES WITH THE COMMUNITIES IMPACTED BY THE WORK

PROFESSIONAL ORGANIZATIONS TO ADVOCATE FOR ANTI-RACIST POLICES AND DISSEMINATE ANTI-RACIST GUIDELINES, PROJECTS, AND JOB-TRAINING

ACADEMIC INSTITUTIONS TO DEVELOP NEW LIBERATION-BASED PEDAGOGIES

LOCAL GOVERNMENT TO CREATE AND ENACT ANTI-RACIST POLICY

An Organizer's Guide to the Anti-Racist Design Justice Index

The organizer's guide notes are a strategic framing of the index for organizers in justice movements. In his speech to the grassroots, Malcolm X notes that all revolutions are based in blood and land; the landless versus the landlord. The principal argument of this document and the Design Justice movement is that there is an architecture, plan, and design that supports and sustains nearly every injustice in this world. The control, access, and denial of land and its derivatives (crops, minerals, infrastructure, buildings, etc.) is a central means of capital extraction, labor exploitation, and socio-political subjugation/dehumanization. Land and its derivatives are used to justify immeasurable harms. It is the foundational violence that precipitates so many other immediate violent acts.

This newspaper is a tool to expand campaign strategies to include tactics that challenge architecture, landscape architecture, planning, and urban design's dominant role in distributing and redistributing power.

IDENTIFY THE ISSUES

It is critical to maintain focus on the issues of injustice that you are currently organizing around. The work you are doing or intend to do is rooted in an expressed need of the communities you serve. If we want to be radical about our propositions of revolutionary change, we must recognize that most issues we are organizing around are compounding and intersectional. To address these issues requires a focus on both the immediate acute conditions of injustice and the often obtuse yet highly foundational impacts of the built environment on the very systems perpetuating injustice.

IDENTIFY THE POWER

Power is neither inherently good nor malicious. Power is the capacity and potential to enact one's highest will in the shortest amount of time with the least amount of expense. To further complicate the idea of power, we can think of privilege as a multiplying force. The directive of power is to accumulate by any means, and the most straightforward manner of doing so is to extract life, labor, or land. Throughout history, land and its derivatives have been the central means of routing and amassing power.

The Design profession is an institution, and like all institutions, it imposes its power and leverages privilege through the component systems that make up an institution. Institutions are subject to their own inherited biases. We are often conduits of power, not the sources of power. And if we are not careful, we will be funnels of malicious power.

Identifying the people, firms, and organizations that allow the system to output harm through the built environment and mobilizing to challenge these actors is perhaps one of the most effective ways to disrupt the flow of capital (through land and buildings) and thus chip away at the power invested in a particular system.

DIRECTLY/DISPROPORTIONATELY

Your work likely already defines the communities impacted by a particular set of injustices. The organizing work requires that the communities most affected by an issue have their voice and experiences prioritized to change a system. In this work, identifying/centering those who have been disinherited and their interactions with the built environment can tell us a lot about what tactics to pursue in challenging a system collectively. From houselessness to food deserts, we face the spatial implications of the conditions we live in daily, and those of us who are perpetually marginalized feel the brunt of that force from the spaces and places around us.

IDENTIFY THE ARCHITECTURE/ PLAN/LANDSCAPE

At the root of housing, transportation, and economic injustice, there are remnants of redlining and covenants that continue to extract wealth and codify structural or de facto segregation. At the root of environmental racism is an infrastructure that exhausts 39% of our carbon emissions, demands 40% of our energy production, and drives climate change. At the root of the unjust policing is a prison industrial complex sustained by spaces that extract human dignity and economic potential from marginalized people in the name of profit. At the root of food and commercial insecurity is a capital market system that prioritizes profits over people at every turn. The force of these issues is often invisible, but they are not insurmountable.

Identify the physical structures that sustain harmful systems helps to create a catalog of physical symbols.

OPPORTUNITIES FOR JUST FUTURES

Our collective values are validated through the spaces and places we design. In a racist system, we create monuments to the hubris and violence of white supremacy through the built environment. Design justice is what love looks like in public spaces, and spatial design should be a profound expression of care for a beloved community expressed in physical form.

Acknowledging and establishing the lived histories of racially marginalized segregated people is a minimum from a design perspective that requires us to deeply find those narratives and stories into the fabric and landscape of our neighborhoods, towns, and cities.

To structure our actions around the mutuality of our existence and ensure that our communities' material needs are met. Design Justice should be a profound expression of care for a beloved community expressed in physical form.

White supremacy and colonial mindsets are inherent to the structures of power that we operate under presently. Dismantling this system requires a considered collective effort to deprogram and decolonize ourselves and our systems to sustain any long-term efforts around anti-racism and toward liberation. In the built environment, this requires us to actively dismantle the overt expressions of dominance and supremacy made manifest through the physicality of architecture, landscape, and urban planning.

One of the most effective tools in the maintenance of racist systems is the delimiting of imagination. The ability to collectively share a vision for a just future is essential in reaching a space of liberation and freedom. The built environment plays a part in imagining what is possible conditioned upon a past of injustice, but reliant on the cultural reverence and resistance that makes all futures possible.

How the Index works + Explanation of Axes

By constantly updating and consolidating crowdsourced responses from BIPOC voices within the design and planning community, the Index acts as an interactive, "living" tool for moving towards anti-racism and liberation in the design profession. These cumulative ideas and resources are arranged along an x and y axis, "Direction" and "Action", respectively. The Direction axis defines and aligns commonly used concepts of Equality, Equity, Justice, and Liberation with fundamental forms of action that tap into critically understanding the agency and responsibility of designers: Acknowledgement, Accountability, Representation, Reparations, Accessibility, and Influence. Direction without action changes little, while action without direction can lead us astray. Taken together, anti-racist direction and action provide a framework with which design institutions can measure and work towards liberatory practice.

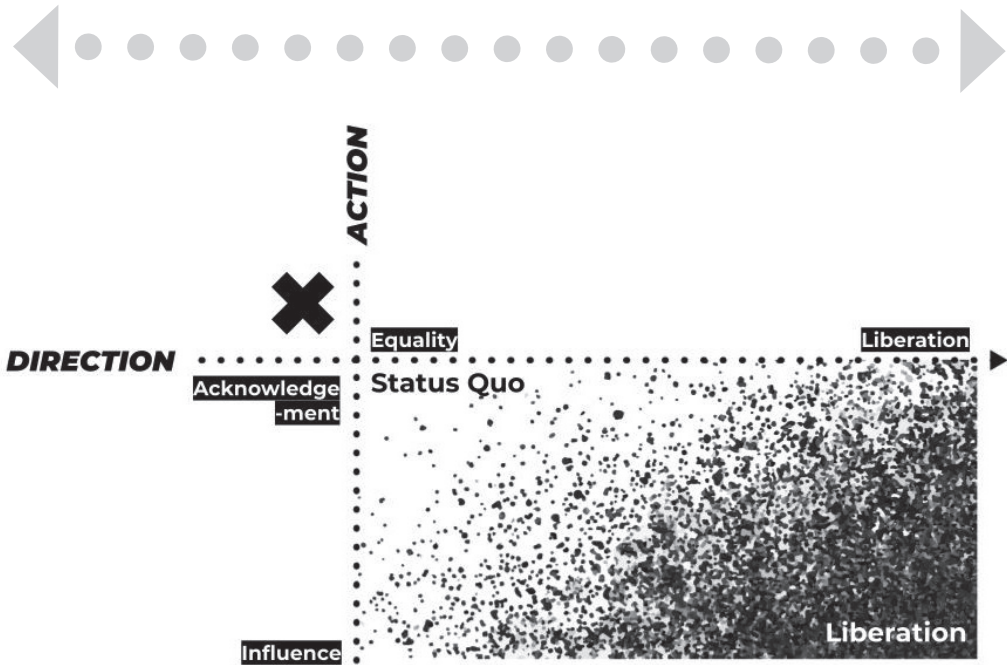
Specific Explanations for Axes

EQUALITY: to make fair in the present and affirm a standard of fairness in the future

EQUITY: to make fair in the present, acknowledge a past of inequity and affirm a standard of fairness in the future

JUSTICE: to make whole in the present, recompense for a past injustice and to remove barriers to progress in the future

LIBERATION: to make whole in the present, recompense for a past of injustice, remove barriers to progress and affirmatively influence future outcomes



SELF-REFLECTIVE

ACKNOWLEDGEMENT: How our design institutions understand and use knowledge of history and current events to inform our practices

ACCOUNTABILITY:

How our design institutions develop the structures that hold us responsible for our actions

REPRESENTATION:

How the people who make up our design institutions stabilize relations with and reflect the communities we impact

RECIPROCAL

REPARATIONS:

How our design institutions halt and repair harm done to BIPOC, restructure existing practices, and develop new structures to sustain this effort

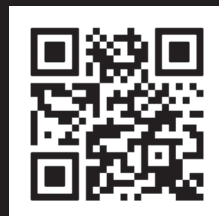
ACCESSIBILITY:

How our design institutions create and sustain structures that ensure our communities, within and outside our institutions, have the power to influence the built environment

INFLUENCE:

How our design institutions radically reclaim resources and power to institutionalize a culture of care and liberation

DESIGN JUSTICE



ENGAGE WITH THE INTERACTIVE ARDJ I

How Index, the Demands, and the many arms of DAP inform one another

The Design Justice Demands are specific, multi-layered collective campaigns that are simultaneously put forth to guide the DAP Collective's actions. The ARDJ Index sorts and identifies the smaller, cumulative actions in an interactive format that seeks to help people gradually redirect and challenge their individual practices, collective organizations, local governance, and educational institutions towards the anti-racist goals voiced by Demands.

INDEX

FINANCE & VALUE

STAFF

PROCESS & ENGAGEMENT

QUALITY

LEADERSHIP & LABOR

	EQUALITY	EQUITY	JUSTICE	LIBERATION
ACKNOWLEDGMENT	Acknowledge that economic disparities exist across race and gender within the profession, and that racial discrimination is embedded in the practice's existing firm financial policies.	Evaluate and make transparent existing financial policies that determine pay and benefits.	Remove racist and discriminatory financial policies that determine pay and benefits.	Research and publicize how the practice's projects have impacted economic loss in BIPOC communities. Call upon the public to hold your office accountable.
ACCOUNTABILITY	Publicize the practice's salaries, benefits, billable fees, and profit margins.	Allocate paid time to research and identify anti-racist clients, consultants, collaborators, fabricators, and organizers. Share these resources with professional networks.	Inform clients and collaborators of the organization's commitment to anti-racism and how the fee reflects this value.	Publicly declare firm-wide and project-specific budget line items dedicated to community engagement and organizing.
REPRESENTATION	Allocate paid time for staff to improve their personal wellbeing within the organization, including self-care, mentorship, and processes for expressing concerns and providing feedback. Provide funding and paid time for staff to engage in professional development, including professional conferences, design research, volunteer work, and licensure and certification processes.	Allocate paid time to build relationships and collaborate with anti-racist, BIPOC-led consultancies, designers, fabricators, and organizers. Share these contacts with professional networks.	Provide education and mentorship to BIPOC staff in the practice's financial practices. Develop an adaptive and collaborative process for determining the practice's values and investments beyond monetary ones, including social, environmental, and educational contributions to the design profession and BIPOC communities.	Empower a BIPOC-led finance team to collaboratively research, implement, and direct a new transparent financial model.
REPARATIONS	Compensate unpaid labor or overtime in money, time off, and/or other benefits for all current and past staff.	Redistribute a percentage of all senior staff bonuses as reparations to BIPOC staff, especially junior staff, for professional development, mentorship, recognition of labor in diversity initiatives, cultural labor, isolation labor, and emotional labor.	Redistribute a percentage of annual profit from white-led firms, consultants, and contractors to a fund that supports BIPOC-led/owned firms in the industry for start-up funds, licensing fees, design awards, and insurance.	Implement participatory budgeting practices within the practice to equitably make decisions on redistributing and reinvesting profits. Include community members on the practice's finance board.
ACCESSIBILITY	Set aside no less than 5% of billable time to work with organizations that historically have not had access to professional design services.	Develop a sliding scale or pay-what-you-can system for design projects that center and work with marginalized communities.	Allocate a percentage of the practice's revenue to fund BIPOC-led reinvestment in marginalized communities.	Form joint ventures and share power and profits with BIPOC-led practices that are committed to design justice.
INFLUENCE	Publicize and regularly update the practice's budget, salaries, benefits, and billable fees as a professional resource. Require collaborators to add to this resource.	Establish budgets with line-items and staff time dedicated to projects that serve historically underrepresented communities. Share budgets as a reference tool for other practices to develop their own.	In collaboration with other anti-racist design practices, create an incubator for emerging BIPOC design practices that provides funding and mentorship.	Donate 100% of the organizer's profits to local BIPOC-led organizations that are committed to anti-oppression, abolition, and liberation. Cut ties to racial capitalist economic structures and work cooperatively with other organizations to establish local self-sufficient networks of business and exchange.
ACKNOWLEDGMENT	Publicly acknowledge the lack of BIPOC representation in past project teams and design processes. Evaluate the practices current project teams and processes, based on the DAP demands.	Research, evaluate, and document the past, present, and future environmental, social, political, and economic impacts of the practice's work on BIPOC communities.	Incorporate findings from the research of environmental, social, political, and economic impacts on BIPOC communities into the design process for every project.	Invite BIPOC designers and community experts into the design process for each project. Support invited BIPOC designers through compensation, mentorship, and coordination.
ACCOUNTABILITY	Allocate time to share anti-racist design resources, and educate staff on design's role in reinforcing systemic racism. Use anti-racist, anti-ableist, and accessible language in project documentation and presentations. Review and revise past project documentation to remove racist or ableist language..	Publicly refuse to participate in projects and competitions rooted in racist, exploitative practices. Commit to the Design Justice Demands.	Develop and implement a project selection process with anti-racist criteria. These criteria include acknowledging context-specific, complex histories of oppression, and grounding the work in healthy relationships between clients and communities.	Develop and implement a design process that redistributes power from designers to community members throughout each project phase.
REPRESENTATION	Create teams that match the racial and cultural identities of the project's users.	Designate and support BIPOC staff and collaborators as project leads.	Hire community members and organizers as part of project teams, and pay them at least a living wage for their expertise. Restructure existing community engagement practices to accommodate	Work with, not for: co-organize project priorities to support and initiate community-led projects.
REPARATIONS	Increase minimum hours for pro-bono services from 1% to 5% of total working hours.	Expand the design process to account for pre-existing traumas and past harms in the local community. This includes the practice's work on BIPOC communities, ensuring the design's programmatic and spatial implications are aligned with the community's goals and values.	Provide free professional development resources such as skill sharing, access to health services, and career mentorship for BIPOC designers and the community.	Co-organize with the community to create design processes and tools that incorporate and honor local histories and intergenerational knowledge.
ACCESSIBILITY	Require community engagement in all project development processes regardless of funding sources. Collaborate with local organizations to facilitate inclusive and accessible community engagement.	Require community engagement training for all staff, particularly for senior-level leadership.	Create public physical and virtual studio spaces for community members to safely share feedback and ideas.	Develop a public critical engagement and decision-making process for communities to direct projects in their neighborhood based on their needs and priorities.
INFLUENCE	Require that all collaborators commit to anti-racist practices and work in solidarity to develop anti-racist projects.	Require that all clients commit to anti-racist work in solidarity to develop anti-racist projects. Do not work with clients who do not make this commitment.	Challenge and dismantle the self-selecting and exclusive nature of existing RFO and RFP structures and processes. Promote the creation of a new, anti-racist system for project team selection.	Create space for and regularly discuss and revise anti-racist design processes within and beyond the design profession.
ACKNOWLEDGMENT	Publicly acknowledge the lack of BIPOC representation and the practice's racist actions based on feedback provided directly by existing BIPOC staff	Publicize anonymous information about past harms to BIPOC staff and commit to changing the practice's structure and culture.	Actively include BIPOC staff in rewriting the practice's internal policies to better represent themselves and meet their needs.	Publicly commit to providing annual, mandatory training for all staff and leadership in critical race theory, design justice and community engagement.
ACCOUNTABILITY	Publicize salary ranges and evaluation criteria for hiring and promotion processes. Commit to no unpaid internships. Build a relationship with an anti-racist organization.	Publicize salaries of all current staff. Ensure pay equity between BIPOC and white staff. Include this language in offer letters and contracts. Provide time and space for employees to get involved with DAP or other anti-racist organizations. Empower them to facilitate conversations about anti-racism in the workplace.	Establish standards for anti-racist practices and a timeline for achieving milestones. Create a process for removal of any staff for violations of these standards. Provide quarterly updates to DAP or other anti-racist organizations regarding anti-racist practices and initiatives.	Establish and implement a community audit of the practice's projects, staffing and community engagement.
REPRESENTATION	Actively recruit and hire BIPOC designers and provide ongoing support and mentorship to help retain them. Halt the hiring process of any staff or leadership until anti-racist practices are implemented. Develop and publicize a timeline for future recruiting and hiring of BIPOC staff.	Promote and maintain BIPOC leadership through support and mentorship.	Establish a worker cooperative or worker-empowered practice model.	Establish a funded fellowship program that supports design research & professional development for BIPOC staff. Integrate and share the knowledge of BIPOC designers, regardless of their level of experience, into the day-to-day processes of the practice.
REPARATIONS	Provide immediate reparative compensation to BIPOC staff to match salaries of their white co-workers.	Redistribute a percentage of firm revenue to provide additional salary compensation for BIPOC employees in the form of bonuses, benefits, and professional development funds.	Pay for continuing education for BIPOC staff to enhance their experience and elevate their position within the practice. Provide paid time off for staff to volunteer and engage in local initiatives.	Create a BIPOC-led team that leads the practice through a process that decides how revenue is spent internally and externally on underserved and BIPOC-focused initiatives.
ACCESSIBILITY	Provide paid time and safe spaces for BIPOC staff to express feedback on the practice's management and leadership. Develop and use contract templates that embed Design Justice principles into agreements.	Develop programs and policies to retain BIPOC staff. Retention efforts should include a BIPOC mentorship program and support for professional licensure. Develop clear leadership pathways that recognize the inherent barriers for BIPOC staff.	Address feedback from BIPOC staff by making changes to management and leadership approaches and structures. Regularly perform practice-wide reviews of the practice's culture and leadership.	Restructure the practice's leadership into a decentralized, employee-owned entity with equal input on decision-making and investment. Develop pathways for the local community members to participate in projects and leadership. Develop a cohort of design advocate roles integral to the firm and its growth.
INFLUENCE	Incorporate an anti-racist evaluation as part of the hiring process. Publicize the practice's anti-racist financial, employment, and contractual processes, and share this as a professional resource and framework.	Create an anti-racist resource library. Allocate paid time to read and discuss resources.	Establish a practice-wide policy that prohibits union-busting. Remove all anti-unionization language from the practice's policies to allow staff to join externally established unions.	Develop principal- and partner-level roles within an employee-owned practice that are directly bound to the Design Justice Demands. Commit to only working with collaborators that practice anti-racism in their processes and projects. Share the experiences of the practice's journey towards anti-racism, and share the lessons learned with professional networks.

COLLABORATION & ENGAGEMENT

LEADERSHIP & LABOR

OPERATIONAL GOALS & ACHIEVEMENTS

	EQUALITY	EQUITY	JUSTICE	LIBERATION
ACKNOWLEDGMENT	Dismantle the notion of hierarchy and "experts" in the community engagement and collaboration process through collective research and honest, inclusive conversations.	Collectively develop Community Agreements to instill a communication and leadership culture centered on empathy to deter forceful ownership of ideas and the notion of the "right way."	Acknowledge past injustices related to a specific project and community as part of the initial process of collaboration and engagement (i.e. land acknowledgments, moments of silence).	Recognize, promote, and elevate BIPOC-led organizations as leaders for new projects and opportunities over your own.
ACCOUNTABILITY	Organize intersectional collectives and committees across urban planning, architecture, landscape architecture, engineering, and construction to work in solidarity towards an anti-racist professional field.	Identify and recognize the current racist practices and behaviors of the organization's members and culture. Organize focus groups to both heal from and eliminate racist practices from the organization.	Develop and provide free resources on transformative policy and practices for collaborators to support anti-racist actions. Review policies from governing boards, and remove any racist gate-keeping values, codes, or standards in place.	Create an Anti-Racist Code of Operations and standards for collaboration and engagement with other organizations and the community.
REPRESENTATION	Integrate BIPOC and intergenerational collaboration into internal and external practices and programs.	Provide time and resources for BIPOC collaborators to establish a safe space etiquette within the organization. Use safe space etiquette to create an environment for previously excluded collaborators to voice their experiences.	Support BIPOC collaborators as leaders in community engagement.	Develop and maintain a cyclical participatory process for collaborators to rethink and redevelop the community engagement process based on shifting needs.
REPARATIONS	Collaborate with BIPOC organizations to create community workshops and forums both internally and externally. Research and reach out to local BIPOC-led anti-racist organizations to provide them with support for their efforts and initiatives.	Provide free support services for BIPOC collaborators, such as resources and skill sharing.	Compensate community members for their time and participation in stakeholder and engagement processes.	Allocate a percentage of organization's revenue for reinvesting in the community..
ACCESSIBILITY	Provide internal training and education on community engagement to all staff and/or hire community organizations to assist with this process.	Restructure the organization to create a platform for the wider community's experiences and voices to be heard.	Co-host free workshops and open forums with local BIPOC-led organizations to continue collaboration on projects within their communities.	Create an accessible physical presence in the community during the life of the project/initiative by investing time and monies (i.e., rent and occupy a field office).
INFLUENCE	Logistically and financially support the establishment of locally based, anti-racist, community-led organizations.	Restructure the organization to become a 100% community-led.	Develop an adaptable, community-led organizational framework that dismantles the structure of RFPs and replace it with a process in which the community makes the final decisions about their design futures and who designs them. Form a team with rotating leadership to overhaul existing professional licensure processes, continuing education requirements, and code of ethics to re-align with decolonial, anti-racist, anti-ableist, and anti-capitalist values.	Co-create and maintain a network of community-led organizations to address the design needs, projects, and initiatives of the greater community through anti-racist programming, youth engagement, and continued advocacy.
ACKNOWLEDGMENT	Publicly acknowledge the organization's lack of BIPOC representation and racist practices based on feedback provided directly by existing BIPOC staff or members.	Publicize the harm the organization has done to BIPOC staff and identify and enact plans for change.	Incorporate BIPOC staff and members in rewriting existing internal policies to better represent BIPOC voices.	Regularly hold workshops and other outreach programs to educate staff and members on anti-racist practices.
ACCOUNTABILITY	Acknowledge institutional biases in order to begin structural transformation of existing policies and procedures and to promote outcomes of equity as opposed to assimilation.	Create safe spaces for BIPOC members of the organization to share experiences. Establish a platform for these experiences to be heard and addressed by people in positions of power.	Establish clear, publicly accessible, leadership-level standards for anti-racist practices and processes. Create a grievance procedure based on transformative justice models.	Hire an external compliance team to create new organizational structures and monitoring methods to ensure injustices are not repeated.
REPRESENTATION	Hire and maintain BIPOC staff within the organization in proportion to the population of the surrounding geographical region.	Place designers on teams that match the demographics of the communities and populations affected by organization's work, especially in areas with predominantly BIPOC residents.	Encourage non-BIPOC leaders to step down to allow space for BIPOC leadership.	Nominate BIPOC members to leadership positions and provide transparent pathways to ensure underrepresented voices continue to be heard.
REPARATIONS	Publicize the organization's staff salaries to ensure BIPOC staff are paid equally to white counterparts. Provide reparative compensation to BIPOC staff who have been unfairly compensated.	Provide free membership to the organization for BIPOC individuals.	Provide additional compensation to BIPOC staff in the form of continuing education and monetary incentives to elevate their experience and position within the organization. Provide paid time off for staff to volunteer and engage in local initiatives.	Sustain a majority-BIPOC membership. Support BIPOC leadership in the organization to prioritize funds for underserved communities and BIPOC-focused initiatives.
ACCESSIBILITY	Invest in retaining BIPOC membership within the organization. Retention efforts should include developing a mentorship program, providing free memberships, and creating free access to workshops and panels.	Incorporate the ideas and opinions shared by BIPOC staff and members into future programming and initiatives.	Make room for BIPOC in leadership by reducing the salaries of current non-BIPOC in leadership to expand the budget, creating new positions, and hiring BIPOC leaders.	Collaboratively develop and establish a non-hierarchical organizational structure.
INFLUENCE	Incorporate an anti-racist evaluation as part of the staff hiring and membership application process to ensure racist people are rejected.	Create a free anti-racist resource library for staff and members and conduct free public forums that facilitate education and open dialogue.	Regularly provide scheduled public programming focused on anti-racist practices and methodologies for use within the organization and in the wider community through the organization's work.	Maintain an anti-racism working group within the organization that educates members and collaborators on past injustices, sustains anti-racist initiatives, and keeps leadership, staff, members, and collaborators accountable.
ACKNOWLEDGMENT	Recognize and admit how the presence of the organization has harmed existing communities. Research information about how systemic racism has impacted the establishment of RFPs, RFQs, competitions, award programs and the evaluation of submissions. Identify the inequalities within the organization's demographic make-up, practices, and mission that harm BIPOC members.	Rewrite strategic plans and theories of change to include evaluating past injustices and harm. Condemn racially inappropriate statements and develop guidelines to identify and prohibit these statements in design settings.	Publicize information about how systemic racism has impacted the establishment of RFPs, RFQs, competitions, award programs and the evaluation of submissions.	Research and evaluate current educational and licensure requirements. Publicize findings identifying hardships and inequities present in the existing systems and processes that limit BIPOC ability to pursue a career in architecture, landscape architecture, and planning.
ACCOUNTABILITY	Build structural transparency within the organization. Develop an accessible, co-development process and share the rationale for policies and decisions. Create this process with opportunities for feedback and implementation.	Boycott racist sponsors and refuse their future monetary donations. Challenge such sponsors to critically analyze behavior and end contracts with racist entities.	Hire BIPOC anti-racist training personnel and require all members attend sessions.	Set accountability standards and/or transformative justice processes for leadership, staff and clients who have violated anti-racist and sexual harassment policies. Develop a Racial Justice Code of Ethics alongside an Anti-Racist Action plan with measurable goals, checkpoints, and an implementation timeline.
REPRESENTATION	Collaboratively develop an anti-racist framework for the organization through focus groups with BIPOC members.	Publish the organization's new anti-racist framework. Address and document past harm by regularly reaching out to past and present BIPOC members. Ensure the organization's anti-racist framework equitably reflects, engages, and benefits the BIPOC community.	Regularly conduct public forums with BIPOC community members to receive input on the organization's actions under the anti-racist framework.	Invest in the creation of sibling organizations led by BIPOC community members and focused on BIPOC-centered justice missions.
REPARATIONS	Establish financial transparency when fundraising. Establish wage transparency for all staff and leadership.	Commit to providing a portion of profits or funding towards supporting BIPOC-led justice work within the organization.	Eliminate unpaid student internships and volunteer positions and recompense for past unpaid labor.	End culture of long hours and low pay across all levels of employment.
ACCESSIBILITY	Establish a fund specifically for supporting BIPOC-led justice work within and outside the organization. Conduct substantial and ongoing fundraising efforts to support and grow the fund.	Outreach specifically to BIPOC designers and community members for submissions to the organization's RFPs, RFQs, competitions, award programs, etc. Create an open forum of diverse community members to provide input on how current educational and licensure requirements should be redesigned.	Restructure the evaluation process of RFPs, RFQs, competitions, award programs, etc. to include alternative metrics of success. Develop new criteria and requirements for becoming a licensed professional that promote a creative learning process versus a "one size fits all" approach.	Restructure firm leadership to become a decentralized, Include members of the community on the jury panels who decide, select and award entries for RFPs, RFQs, competitions, awards, etc. Require an interview as part of the licensure process to ensure all future architects, landscape architects, planners, etc. are anti-racist.
INFLUENCE	Publicly honor the achievements of BIPOC designers and staff at all experience levels. Elevate and highlight BIPOC individuals both inside and outside of your organization, across all platforms and modes of communication.	Include intergenerational BIPOC community members in the operational side of the organization to promote transparency and foster trust.	Create free tools, resources and offer support to other organizations working on to redefining and rebuilding their structure.	Foster a growth mindset through financial literacy workshops in BIPOC communities that encourage the creation of new organizations and programs which support financial and radical independence

LIBERATION

Restructure all history course curriculums to dispel the myth of the autonomous design genius.

Incorporate case studies throughout the curriculum that acknowledge the collective efforts and interdependency of the design profession.

JUSTICE

Teach the history of the institution's role in systemic racism, in both spatial and cultural contexts.

EQUITY

Understand how design reinforces and amplifies inequities. Teach the history of systemic racism in the built environment and the complicity of design practice within these systems.

Include comprehensive coursework that focuses on historic and contemporary Black designers and prioritizes designing with Black communities. Encourage students to think of ways to mitigate and ultimately eliminate the spatial, political and environmental issues that plague Black communities.

Coursework should link the overarching theme of global white supremacy to European colonization's effects on the growth and development of cities throughout the African continent.

EQUALITY

Teach the history of design education in the US, including architecture, landscape architecture, and planning, and its relationship to white supremacy.

ACKNOWLEDGMENT

Require all coursework to examine the role of design in liberation and take action to address racism in the built environment. Institutions must work alongside local communities in equitable partnership to develop a process of co-learning & empowerment to ensure that design activism is central to design education.

Require community engagement as a part of the learning goals in all design studios. Methods include workshop facilitation, public feedback gathering, and stakeholder focus groups.

Offer coursework focused on developing economies of care and the design of community-led support and service systems, such as mutual aid and skill sharing.

Revise all core design studio curriculums to teach ethical research studies. Design studios should not purport to address community issues without community input.

Require that each department and studio professors build relationships with communities prior to assigning studio or research locations. The community must consent to the extensive research and documentation common to studio work. All work related to the studio must be made accessible to their respective communities.

Require a historical review, cultural study, and indigenous land recognition for all design studio project locations.

ACCOUNTABILITY

Champion a co-creation process with BIPOC community leaders to establish design studio focus, syllabi and content that aligns with community values, priorities, and needs.

Partner with BIPOC community leaders as co-instructors for design studios to honor and uplift place-based knowledge.

Embed BIPOC designers and history as a core part of the curriculum. Require all courses to have BIPOC representation of history, practices, and theory in lecture topics, readings, and project precedents.

Establish a design pedagogy decenters western precedents and the elevation of individual designers.

Decenter western knowledge and perspectives. Center coursework on BIPOC history and design practices as part of core curriculum and all design related accreditation, such as NAAB, LAAB, CLARB, etc.

REPRESENTATION

Provide free continuing education access for local BIPOC community members to enroll in classes with current students.

Provide free education for descendants of Indigenous communities on whose traditional land the university was built on.

Provide a stipend for BIPOC students enrolled in coursework on the topic of racism and white supremacy to recognize the emotional labor placed on them. Acknowledge that it is a privilege to learn about racist systems through a classroom, rather than through lived experiences.

Integrate paid professional experience opportunities as part of the core curriculum, and give priority to BIPOC students to expand opportunities for historically inaccessible positions.

Create coursework rooted in the needs and conditions of our current world, not idealized conceptions of the world. Partner with other Institutional programs to provide cross-disciplinary classes that empower students to advocate for change in the built environment.

REPARATIONS

Provide fluid and adaptable curriculum pathways for BIPOC students in design degree programs that can accommodate individuals' life situations. This includes cross-enrollment in specific courses, options for part-time enrollment, and expedited degree pathways.

Create a shared, instructor-free, space for students in every class to safely and respectfully share ideas and feedback remotely and in-person.

Provide classes and lectures in multiple languages to reflect the population of the student body. Ensure that language is not a barrier for students' education.

Enable students to attend all courses and studios in person or remotely based on their needs and preferences.

Identify and eliminate harmful rhetoric used in academic institutions that tokenize BIPOC communities as a problem that needs to be solved by a designer.

Reframe language and reduce jargon in all courses, lectures, and public events.

ACCESSIBILITY

Develop and share evolving methodologies for collaborative, non-hierarchical learning. Sustain these methodologies by providing mentorship and support for all members of the educational community.

Support student-led efforts to co-create fluid, adaptable curriculums that responds to the interests and priorities of the student body, instead of the niche interests of faculty and instructors.

Advocate for changing the requirements for accreditation that restrict fluid, creative learning process, that are key to fostering new methods, processes and outcomes to the discipline.

Collaboratively review and restructure school curriculums with students, instructors, alumni, and administrators to ensure all courses foster an anti-racist design pedagogy and environment within the institution.

Offer free education programs for college pathways that center anti-racist design methodologies for primary and secondary education.

Foster relationships with local public schools that have large BIPOC student populations and work to sustain accessible pathways for them to attend the institution.

Create and continually expand a library of accessible teaching and learning resources about histories of white supremacy and anti-racist design. Make it available within and outside the institution for instructors to create anti-racist courses and for students to reference.

INFLUENCE

Create a collaborative learning community where instructors serve not as gatekeepers of knowledge, but as facilitators who also learn from their students.

Instill a new academic culture of openness and engagement throughout the entire institution.

Center and prioritize BIPOC student experiences throughout their time at the institution and support them as alumni.

Center health, self-value, and wellness in studio spaces through advocating for and supporting students as whole people.

Co-create with students, instructors, and administrators, a wellness program founded in student assessment of the current harmful studio culture.

Anti-bias and anti-racist training for students every year a student is enrolled.

Unlearn elitism and white supremacy embedded in studio culture through open and frequent dialogue between students, instructors, and administrators. Acknowledge how these experiences are different for BIPOC students.

Challenge current harmful power dynamics between BIPOC students, instructors, and non-BIPOC students. Develop community agreements for project critiques, pin-ups, reviews, studio spaces, and other areas of collaborative communication to allow for all voices to be heard and supported.

ACKNOWLEDGMENT

Support student-led Diversity, Equity, and Inclusion (DEI) initiatives and give students the agency to hold administrators accountable when they compromise any agreements.

Establish processes for accountability between students, instructors and administrators to cultivate a just learning environment for BIPOC. Co-create guidelines for studio syllabi to allow for flexibility, expression and wellness in all courses.

Dismantle the grade system as the only measure of success for students and use alternative growth assessments instead.

Make transparent the selection criteria for all awards and honors given to students.

ACCOUNTABILITY

Set up and maintain ongoing funding and support structures for BIPOC student-led initiatives focused on anti-racist design justice, including lectures, panels, workshops, events, publications, etc.

Recruit, admit, and provide funding for BIPOC students.

Provide dedicated space and programming for a BIPOC alumni network connected to BIPOC students.

No public or private event should occur without BIPOC representation. Require a minimum of 50% BIPOC guest lecturers and panelists in courses, reviews, symposiums, lecture series, or any other programming to support diverse insight and knowledge.

REPRESENTATION

Provide barrier-free professional development and support for all BIPOC students and alumni, which is typically more accessible to white, privileged students.

Modify the registration process for classes with a lottery system to allow for "first pick" selection for BIPOC students.

Repair racial disparities embedded in the design education admissions process. Develop a Reparative Admission Plan or Early Decision Acceptance plan for BIPOC students to be considered first during admission review. Consider it a reverse legacy process - academia valuing the first generation college student.

Commit to paying all student workers and Teaching Assistantships at least a living wage.

Pay people for giving talks, running workshops, sharing knowledge and participating in reviews.

REPARATIONS

Free education for all. Support educational opportunities for all to understand how design becomes a manifestation of equity and inequities for those who may one day want to be designers.

Transform admission standards to address the biases built into the institution's process that present barriers for BIPOC applicants.

Eliminate tuition and provide funding for books, resources, and materials for all BIPOC students.

Provide ongoing financial, career, and health support for BIPOC students throughout their education.

Make the admissions processes transparent. Provide support for BIPOC prospective students applying to the institution.

Provide flexible tuition and sponsorship for BIPOC students.

Provide required resources & supplies for design education to BIPOC students who are not able to afford them.

Uplift inclusive design processes over superficial representations. Encourage students to explore design projects and representation that center equity, intended impact and communication instead of an idealized aesthetic.

Support students during their studio presentations by having other students, instructors, and guest critics take notes on the presentation and give written critiques. Provide these notes in a centrally accessible location for all students.

ACCESSIBILITY

De-colonize design culture. Commit all courses, studios, events, programming, and initiatives to dismantling white supremacy and advancing anti-racism.

Restructure educational spaces to reflect the anti-racist, community-focused design curriculum. Engage the community as classroom space for collaborative learning.

Ensure all graduates are committed to and working towards achieving all DAP demands.

Extend studio project timelines and relationships beyond single semesters. Any work done with local communities requires a longer term investment.

Foster cross-institutional collaborations for students. Eliminate educational silos and establish a true collaborative network that is accessible to all students.

INFLUENCE

Provide regular public programming identifying progress on anti-racist practices and methodologies within the Institution.

Require administrators and instructors to write summary statements of their understanding of racism in the built environment, urban policy, and design culture through their practice, research, continuing education, and curriculum.

Publicize these collected statements as a public commitment to anti-racist ideals in design pedagogy.

Provide frequent and recurring anti-racist training and professional development courses for instructors.

Require instructors to develop a list of action items for educating both themselves and students on issues of racism.

Denounce previous racist remarks and actions made by institutional administrators.

Listen to feedback provided by BIPOC staff and student workers and publicly acknowledge the institution's lack of representation and complicity with systemic racism. This includes the evaluation of the institution's pedagogy, hiring practices, and student recruitment.

ACKNOWLEDGMENT

Partner with existing anti-racist organizations to co-create institution-wide structures for accountability.

Publicize hiring practices and criteria for evaluating potential hires.

Include student input in the decision-making process for new hires, tenures, and administrator promotions.

Provide quarterly updates to anti-racist organizations or committees regarding anti-racist practices and initiatives.

Provide time and space for administrators, instructors, and staff to get involved with anti-racist organizations so they can facilitate anti-racist practices and dialogues in the classroom.

Publicize institutional funders and identify which of those sources support racist agendas. Work to replace those funding sources.

Publicize all instructors' salaries and ensure all BIPOC affiliates are being rightly paid for their time.

Demilitarize the institution's police.

Make administrative actions, decisions, and conversations accessible to the entire institution. This includes publicizing meeting minutes, recording meeting sessions, and providing summary reports of actions to students, instructors, and staff.

Create an affiliation with Design as Protest, an anti-racist organization, and sign onto the DAP Demands.

Take action in response to students calling for anti-racist actions from their institutional administrators.

Develop a contract, signed by instructors and administrators, to hold both accountable for furthering progress towards anti-racism.

ACCOUNTABILITY

Promote BIPOC to department chair and higher-level positions. The institution's administrators should reflect the diversity of the populations in which the design field works.

Recruit and hire BIPOC instructors, fellows, and staff, including those from misrepresented communities of color and local leaders in social justice.

Provide fellowship opportunities for designers and planners focused on social justice.

Elevate instructors and staff who already have expertise in social justice, community development, and other anti-racism work.

Institutional administrators who have signed on to the DAP Demands must provide faculty and staff with support, in the form of time and compensation, to join and contribute to the work of Dark Matter University.

Evaluate the current racial make-up of the institution's administrators and make this information easily accessible to the public.

REPRESENTATION

Pay students for participating in the institution's anti-racism work.

Provide academic and financial awards to graduating alumni to support their pursuit of licensure.

Develop programs and policies with local community leaders to rectify the harm inflicted by the institution on neighboring BIPOC communities. This initiative should be led by students, instructors, and social justice and community development departments within the institution.

Return historical and cultural relics to appropriate communities or community representatives.

Ethically research and evaluate the harm the institution has caused in its surrounding BIPOC communities. Throughout the process, listen to and build relationships with local community leaders.

Provide ongoing funding for local community development projects led by BIPOC faculty and students in collaboration with local non-profits.

Identify and fund anti-racist initiatives and research within the institution and local community.

REPARATIONS

Provide ongoing resources and funding for BIPOC faculty to support their research, professional development, and practice.

Thoroughly evaluate existing hiring practices. Remove racist practices and restructure hiring criteria and processes at all levels. Create transparent pathways for promotion.

Co-create community agreements and establish disciplinary actions to guide interactions during meetings and events across various communication platforms, and to combat discrimination against BIPOC faculty and staff.

Create a safe environment and process for BIPOC instructors and staff to speak out against racism and discrimination experienced at the institution.

ACCESSIBILITY

Maintain a department of anti-racism within the institution that educates on past injustices, sustains anti-racist initiatives, and keeps administrators, staff, instructors, and students accountable.

Schedule monthly, transparent reviews with administrators, instructors, and staff to provide peer-to-peer feedback on performance, discuss individual experiences, ask onboarding and logistical questions, and share helpful anti-racist resources and educational exercises. Students must have a voice in this process in a manner that is comfortable for them (individually, collectively or through liaisons).

Create a free anti-racist resource library and facilitate free public forums for self-education and open dialogue among institution administrators, instructors, staff, and students.

Incorporate an anti-racist evaluation as part of the application process to identify racist actions and reject racist applicants.

INFLUENCE**CURRICULUM & METHODOLOGY****STUDIO & LEARNING CULTURE****STAFF****ADMINISTRATORS & STAFF**

LIBERATION

JUSTICE

EQUITY

EQUALITY

Publish a how-to guide with regard to abolishing racist practices and incorporating liberating policies within a governmental agency. Invest proceeds from the guide directly into the community.

Incorporate BIPOC staff and local community leaders in the rewriting of the existing department's internal policies, overall structure and culture to better represent BIPOC voices and to create a more inclusive and just environment.

Train department staff to identify the effects of institutional racism by implementing a racial equity framework developed by BIPOC-led social justice organizations (compensate all external resources). Create a shared understanding among employees regarding goals for anti-racist practices.

Publicly acknowledge the lack of diverse representation and racial misrepresentation within local governmental departments and how they have been complicit in systemic racism based on feedback provided directly by BIPOC staff and the community at-large.

ACKNOWLEDGMENT

Partner with existing anti-racist organizations to co-create a new organizational structure that serves as a permanent framework for accountability. Make inter-agency communication between planners and community projects a priority for each project.

Create opportunities for department directors to build relationships and liaise with grassroots organizations and organizers. Create a publicly accessible platform for organizers to share their views on the department's practices.

Create a safe and/or anonymous space within the department for BIPOC staff to share experiences. Establish a platform where people in positions of power hear and address these experiences.

Outline and publish explicit directives to address racist shortcomings within the department to meet the needs of BIPOC staff. This includes all budget requests, hiring, and promotion practices.

ACCOUNTABILITY

Create a new hiring process where community members are represented on the committee responsible for hiring and recruiting of new employees.

Ensure the misrepresented have a voice by maintaining a system that provides stable investment for recruiting, nominating and hiring BIPOC to leadership positions. Commit to creating a local government that reflects the racial make up of its communities.

Recruit and hire BIPOC departmental staff who represent the traditionally disinvested communities in which they are working.

Evaluate the current racial make-up of the department and make this information easily accessible to the public.

REPRESENTATION

Create a BIPOC-led internal department that leads where the agency invests funds with a focus on misrepresented communities and equitable initiatives. Provide holistic transparency in development processes while holding the agency accountable.

Pay for continuing education and provide additional financial incentives for BIPOC staff to elevate experience and position within the department including AICP exams and accreditation. Provide paid time off for staff to volunteer and become engaged in the local community and local initiatives.

Provide additional salaried compensation to BIPOC staff to ensure retention and affirm their value within the department.

Evaluate salary ranges for department staff to ensure they are comparable to those for similar roles in similar sized cities, and ensure BIPOC staff are equally compensated compared to their white counterparts.

REPARATIONS

Establish a non-hierarchical organization chart to abolish "positions of power." Create supportive structures for communal working groups. Incorporate existing grassroots organizations and elected at-large council representation within the working groups.

Establish a public selection process for local planner, developer, and commissioner positions within the governmental agency.

Create partnerships with local public schools for paid summer internships that empower students to be champions of their communities and builds a pipeline for diversifying the less known professions. Make room for BIPOC leaders within the department by investing in leadership development and expanding the budget to accommodate more BIPOC leadership positions.

Create a safe space for BIPOC staff to speak out against racism and discrimination experienced at the department and promote the agency to reconstruct procedures to ensure a just work environment. Provide BIPOC staff with direct access to the leadership who make decisions regarding promotions.

ACCESSIBILITY

Redraw district boundaries to ensure equitable funding across the city. Eliminate district-based council representation to provide incentives for stronger collaboration in pursuit of collective good for the city. Redistribute key decision making powers to the community representatives and stakeholders. Create and maintain a publicly accessible reference library for all community driven policies and processes.

Require and maintain an internal Design Justice taskforce focused on anti-racism within the department in order to sustain equity initiatives, review internal policy changes, and hold leadership and staff accountable to changes.

Provide annual JEDI trainings for all decision making entities and personnel.

Conduct quarterly organizational assessments by a paid, external anti-racist consultant to evaluate the department's practices. Publish evaluations and findings to the public.

INFLUENCE

Provide investment, education and mentorship opportunities within the community to nurture and uplift local leaders as the decision-makers.

Acknowledge the expertise that exists within the community. Come to the community as one who is ready to listen and learn from community members rather than as an expert who dictates and directs development and investment.

Conduct government-funded research into the real consequences of past and existing racist policies. Publish the research to inform on future policy-making.

Publicly acknowledge that policies and institutions such as redlining and biased policing contribute to current racial inequities; private investment and banks should acknowledge as being part of the problem. Acknowledge the detrimental financial effects of policies that were based in the systems founded on colonialism and enslavement

ACKNOWLEDGMENT

Appoint a third-party agency, in addition to the Department of Health and other municipal departments, to monitor and evaluate project processes and outcomes. Levy fines for transgressions and failed evaluations. Create a database to access these records. Commit to equitable capital distribution for physical planning projects in low income and BIPOC neighborhoods to match higher-income communities. Streetscape improvements, street design, infrastructural improvements, and resources should be ubiquitous.

For both public and private projects, require developments to formalize project goals. Implement Developer Applications that make the intent of the development explicit to the community and the broader public. Create a standard to evaluate projects on equitable development measures and publish the results.

Commit to implementing a formal standard that specifies racial equity outcomes in policy making. Require departments to conduct a racial equity analysis of all budget requests and policy creation. Ex: Seattle Racial Equity Toolkit. Create an easily accessible database that tracks the distribution of public money in past, present, and future developments. Promote and finance local, community non-profits that address violence against BIPOC in the built environment.

Create Racial Equity Design Committees (with majority BIPOC members) in public agencies, municipal departments and private firms to ensure equitable outcomes in project and policy creation.

ACCOUNTABILITY

Establish a land bank or investment fund in which non-Black developers contribute to development in predominately Black neighborhoods. Developers can choose to either build affordable housing units OR contribute to the land bank/investment fund. A Heritage Commission Board should enact policy. Establish land conservancies and stewardship councils to facilitate land returns and repatriation.

Require a land tax from non-indigenous residents living on indigenous land. Yes, this means everyone. Land Reparations and Indigenous Solidarity Toolkit. Require the donation of a percentage of private land for public projects in disinvested communities that lack public space. Create local policies and financial incentives that support BIPOC communities in renovating blighted / vacant properties for public use.

Recognize and acknowledge the indigenous people who traditionally inhabited the area as an act of reconciliation. Redistribute funding from police departments to BIPOC communities, prioritizing communities impacted hardest by COVID-19.

Support the preservation and reacquisition of land for indigenous communities.

REPRESENTATION

Mandate BIPOC participation in the development of general land use plans to engage the general public in explicitly informing zoning decisions.

Mandate corporate investments in the development of Black communities to approve a minimum amount of business loans to Black investors.

Ease the application process for small BIPOC planning and architecture firms to obtain MWBE (Minority- and Women- Owned Business Enterprise Program) certification by expediting the application timeline. Implement requirements for government and large consulting companies to hire MWBE as the primary contract holder for public projects. Solicit planners from proposed development neighborhoods to consult on the project.

Create a BIPOC Planning Mentorship Program that matches local mentors with local mentees with the goals of increasing BIPOC representation in planning, supporting upward mobility in the professions, exchange of ideas, and assist in a successful academia to practice pipeline for BIPOC students.

REPARATIONS

Fiscally sponsor community organizations in the creation of neighborhood focused public systems management, such as community benefits agreements, community land trusts, co-ops and building sustainable systems.

Implement a community planning model that centers decision making on the value of lived experience in a community.

Require the participation of community members, beneficiaries, and victims of underinvestment in the final approval process with city officials for annual budgets. Establish a community mediation program. Thereby giving community members an opportunity for democratic participation and early intervention opposed to the institutional legal process. Establish programs within local governments to promote the quality, accessibility, and affordability of early childhood education services, especially for traditionally disinvested communities

Provide funding and tech support for the production of videos and minutes for all municipal meetings and community design presentations. Provide additional funding for meetings to happen within communities and after work hours. Foster inclusive language practices by providing definitions and avoiding jargon. Require world language translations at community presentations and meetings. Redistribute public money to finance greening and cleaning for inner city lawn maintenance. Allocate paid time for planners to educate youth on racist policies in grade school, higher education curricula and to ultimately lead planning and design organizations.

ACCESSIBILITY

Criminalize forced eviction. Eviction dismantles human rights and should be illegal.

Rezone predominantly white and high average median income neighborhoods to allow for truly affordable, multi-family development.

Increase the implementation of mandatory inclusionary zoning policies and advocate for the development of affordable housing based on a project neighborhood's average median income (AMI) versus the city's AMI.

Restructure municipal funding processes such as grant applications and review commissions to directly finance and invest in traditionally disinvested communities.

INFLUENCE

Mandate collaborative teams of planners-designers-contractors for public projects to promote transparency and ensure original project plan integrity. Acknowledge when the influx of new development doesn't reflect a community's values and needs. Allocate a percentage of revenue from all newly developed, non-community serving projects to the community.

Advise community leaders and members on the potential effects of proposed development projects in their neighborhood and empower the community with the knowledge and skills to lead advocacy groups. Require RFP respondents to specify the potential for displacement or other adverse effects of any new development on BIPOC residents and existing communities. Respondents must provide a concrete plan to mitigate these risks.

Publicly acknowledge the inaccessibility of information about city developers. Provide a public directory so the community can easily identify decision-makers and beneficiaries of inequitable development. Publicly acknowledge that housing is a basic human right. Acknowledge that many BIPOC communities do not have access to local and free community learning centers, early childhood education services, community mediation programs and other services that promote community well-being and development.

Acknowledge the existence of racist housing and transportation policies, programs, and practices established and maintained by FHA and FHWA. Recognize the absence of participation of communities of color in planning and acknowledge their ability to influence development in their own communities. Acknowledge that participatory planning practices (Community Engagement Strategies) have been mechanisms to manipulate BIPOC community stakeholders and constituents Publicly acknowledge every wrongful forced eviction for both unhoused and housed tenants. Publicly acknowledge every wrongful forced eviction for both unhoused and housed tenants.

ACKNOWLEDGMENT

Require public approval of financing plans and comprehensive work plans in the allocation of public funds for developments.

Implement a Planning Commission in defense of low income, working class and BIPOC communities for all development and rezoning reviews that threaten their displacement.

Develop indicators and performance measures for equitable planning (Just City Index)

Conduct assessments to evaluate the social, environmental and economic impact of development plans in BIPOC communities. Commit to redesigning existing outreach and engagement protocols and strategies that integrate BIPOC community perspectives and voices into the process. Ensure a focus on the quantity and quality of these voices.

ACCOUNTABILITY

Integrate BIPOC community members as co-creators of the policy-creation process, key decision-makers, and leaders not only on individual projects but also on broader strategic planning efforts.

Reconstruct participatory planning models to give power to BIPOC communities that are most affected by planning and policy decisions. Mandate that new projects must have neighborhood consensus and the neighborhood's signed approval in order for new construction to commence.

Include community members in the development and revision of planning ordinances. Support community leaders to serve on Heritage Boards and Land Bank Commissions

Mandate that all representatives be local tenants in their respective jurisdiction. Require multi-faceted community engagement (including phone calls, community pools, door-to-door) for approval of new design projects.

REPRESENTATION

Require ongoing analysis of temporary, supportive, and permanent affordable housing programs and developments that can evolve to meet the needs of their tenants.

Mandate increased development of transitional housing options to support post temporary housing tenants, like Supportive Housing and Affordable Housing. Eliminate racist political and demographic boundary assignments that have contributed to historical disinvestment in communities of color. Support future social-focus Public Infrastructure investments.

Invest in Temporary housing projects, like Bridge Housing, that provide access to supportive services

Implement and finance local commissions that host community workshops to create Community Agreements. Compensate community members for their time spent in workshops.

REPARATIONS

Develop a public works transportation plan that enables increased accessibility to services for BIPOC communities. Prioritize investment in neighborhood transit networks and systems that promote connectivity within neighborhoods rather than simply moving commuters through them.

Cease the construction of quick-build transportation improvements in favor of investment in public transit and pedestrian-friendly infrastructure. Provide improved transit structures like increased seating, shade structures, and climate controlled bus shelters. Establish funding for necessary improvements to all existing buildings to ensure universal accessibility. Remove racist provisions from Opportunity Zones.

Ensure the municipal building code dictates that all future public buildings are universally accessible. Implement local commissions to fully improve infrastructure identified in governmental inventory.

Evaluate existing public infrastructure conditions in disinvested neighborhoods of color. Create an inventory for every piece of infrastructure in urban development that poses as an endangerment to the community and is not universally accessible.

ACCESSIBILITY

Establish a funding and communications structure to support cooperatives and community leaders in developing their own neighborhoods. Conduct studies and publicly provide results on existing program and policy effects and outcomes for communities. Require developers to participate in equitable development training before approving any development projects.

Provide free permits, a dedicated point of contact, and technical services to small BIPOC business owners, anti-racist BIPOC-led development teams, and development projects (like Destination Crenshaw). Fight environmental racism. Charge public agencies to mitigate toxic air pollutants, noise nuisances, and urban heat islands in BIPOC communities. Reach air quality levels consistent to those in whiter and wealthier communities.

Restructure the Area Median Income (AMI) Index to better serve the interests of low-income communities of color. Create a local database of pro-bono designers and contractors to assist BIPOC communities in new development

Mandate that all publicly funded affordable housing units (AHU) within existing and new projects must remain designated AHUs for the life of the development.

INFLUENCE

LEADERSHIP & STAFF

BUDGET & INVESTMENT

PLANNING & DEVELOPMENT

PRACTICES

Finance & Value

Finance & Value includes how a practice's services are marketed (i.e. its value proposition), how it distributes the pay, and the process by which decisions regarding budget and investments are made. To establish the foundation of an anti-racist practice, owners of both for-profit and non-profit practices, employees, contract workers, and those who are requesting or are in need of services, must work collectively to recognize the harmful origins, barriers, and procedures of current businesses, and actively manifest a nuanced, adaptive system free from racial capitalist economic structures that are built on the exploitation of people for profit.

SCENARIO

As an employee: I'm not sure if everyone in my firm at my staff level is compensated at the same rate. A number of my colleagues are also interested in this information and exploration of the ARDJ Index helped bring this to our attention. Collectively, we have agreed to request that our firm's leadership share the financial policies that are used to determine all staff's compensation, including salary and benefits.

As an employer: We are a successful medium-sized architecture firm, with a few BIPOC staff and no BIPOC individuals at the leadership level. We are committed to being anti-racist and would also like to try and change the face of the architecture industry. However we have had a hard time recruiting BIPOC, especially those in senior positions, to join our firm. Instead of trying to change our firm's demographic, we have decided to support emerging BIPOC practices through funding and mentorship, administrative services, and legal and financial counsel.

As a client: We are a community-based collective looking for an architect to provide design services for a new community outreach center in a marginalized neighborhood. This project is funded solely by private donations and we have limited funds to hire the design team that we actually want to work with. In lieu of compromising design outcomes, we are going to ask our preferred firm if they would be willing to negotiate fees or accept an alternative fee structure for our project.

QUESTIONS

When evaluating a firm's historic impact on historically marginalized communities, some questions to ask may include:

Were places of racial, social or cultural significance removed, demolished or altered as a direct or indirect result of a project by the firm?

Were communities displaced due to development, gentrification or "revitalization"?

Did a client's presence - economic, physical, social - within a community change or reduce equitable access to basic needs and services?

Did a project directly or indirectly support the carceral system?

Did a project directly or indirectly support existing systems of power and capital? Did a project directly or indirectly support clients who have profited from harm or inequity?

Was a site selected solely for real estate potential rather than community investment potential?

How should a firm show commitment to anti-racist business practices through their fee structure?

How have traditional fee structures prevented certain clients from being able to access design?

How can new fee structures democratize design?

By providing opportunities for BIPOC to connect with anti-racist organizations, collaborators, consultants and partners, how can new networks and systems transform the processes and projects allow your organization to disentangle from existing systems of harm?

Process & Engagement

Process & Engagement includes how a practice conducts their project procurement, design development, bidding, and community engagement processes. From editing RFP application content, to writing client contracts, to redefining expected roles and services, practitioners must critically rethink existing design processes with anti-racist principles in mind. In the same way good design embodies its core concept at all scales, so must every aspect of a practice embody anti-racism and liberatory practices.

SCENARIO

As an employee: My office often designs projects in diverse neighborhoods throughout the city. I am a white staff member and we have a few BIPOC team members who are always staffed on these projects in supportive roles. Their cultural knowledge has informed our projects in these neighborhoods. However none of them have ever been placed in a project **lead role** despite having the experience to do so. In an effort to address representation issues on behalf of my BIPOC colleagues, I will request the leadership provide a public and clear selection criteria for project lead roles as means to follow up on this issue.

As an employer: We have historically engaged our clients in pre-design aspects of projects. Recently there has been a lot of buzz around engaging clients even earlier in the process and with continued participation through the life of a project. Since we have not traditionally done this type of process on our projects, we will hire community members and organizers to be part of our project team and provide their community expertise as well as guidance through the process. They will be fairly compensated for their time and roles.

As a client: We are accepting RFQ's from architecture firms for the design of a new community center in a racially diverse neighborhood. In previous RFQ processes, the local constituents of BIPOC architects and designers who are local to our community are never as qualified as firms from outside of our area so we rarely hire them. To give the local firms a chance to work on these projects, we will specifically reach out to them to submit an RFQ and ask that they find a more, experienced firm to partner with and help mentor them. The local firm will be named as the lead firm on the project.

QUESTIONS

Inevitably, when engaging a multitude of stakeholders, many views many will not align. What aspects of Design Justice and Critical Race Theory can the design team consider in order to ensure that justice is centered in the decision making process?

How can RFP and RFQ processes address justice, equity and representation? How are MBE/DBE practices within project team selection inadequate and, despite the stated intention of MBE/DBE practices, how are they actually rooted in white supremacy?

Leadership & Labor

Leadership & Labor includes hiring and promotion processes, as well as internal employer-employee relationships, and firm structure. An anti-racist practice is inherently anti-capitalist. Moving away from an exploitative economic system (i.e. capitalism), means deeply transforming our understanding of work, value, basic needs, and rights as people living in community with one another. The removal of barriers and harmful hierarchies and policies must be followed up by reparative and constructive measures that go beyond fair wages, transparency, mentorship.

SCENARIO

As an employee at a firm: My firm says they support anti-racist practices and want to create a place of diversity and inclusivity. However they are asking all of the BIPOC staff to lead these efforts internally which clearly puts a burden on those colleagues. As a white ally, I will advocate for a different process that is less traumatic for BIPOC staff such as hiring external consultants to take on the burden of educating our office.

As a member of the leadership team at a firm: Firm leadership has been trying to establish internal programs to show that we support our BIPOC staff and want to make sure they are mentored and educated at the same level as their white counterparts. We have decided to establish an internal, professional development and leadership program for all staff so that individual progress can be tracked and shared transparently within the firm to ensure equitable mentorship and practices are in place for everyone.

QUESTIONS

How can leaders of design firms acknowledge the disproportionate amount of BIPOC professionals that have left the profession? Even when employees voluntarily leave a place of employment, what are underlying and systemic injustices that may contribute to their departure?

How can a community audit of firms strengthen the firm and enable the firm to establish real stakeholderhood, transparency and design integrity? How has the lack of community audits enabled firms to continue to harm communities and historically marginalized communities?

By committing to only work with anti-racist clients, collaborators and consultants, how can the design industry collectively:

Re-structure the profession

Democratize the design process

And disentangle the profession from clients and industries who have historically monopolized power?

ORGANIZATIONS

Collaboration & Engagement

Collaboration & Engagement includes how an organization develops projects and programming, builds partnerships and membership, and implements large-scale engagement processes. Organizations must critically rethink how to re-align, mobilize, and educate communities of designers with anti-racist principles in mind. They play a key role in facilitating relationship building and accountability in the profession at a larger scale, and can push forth anti-racist campaigns alongside partner organizations outside the profession. However, they must evaluate and address any internal racist/sexist/ableist/elist histories, rules, and practices—but they don't have to do so alone.

SCENARIO

As a director of a non-profit: We have many projects that fund through grants from philanthropic foundations. While our projects under these RFPs are meaningful, we feel the underlying issues of neglect of communities must address issues in a holistic and effective way, communities need real empowerment, funding and reparations which are not prevalent in RFPs. As a director, I can bolster funding for reparative work in communities by allocating a percentage of our revenue directly towards reinvestment strategies in communities.

As an employee at a foundation: Our grant application requires qualifications from team members such as minimum licensure period, short application deadlines, and number of licensed professionals on the team. I believe that these qualifications are barriers to selection for a disproportionate number of BIPOC-led teams. In addition, the bureaucratic requirements are often burdensome and labor intensive, further alienating already disadvantaged teams. In order to advocate to make the grant application more equitable, I can organize my co-workers and collectively advocate to incorporate an anti-racist evaluation as part of the grant making process in lieu of some of the other requirements that are barriers to success.

QUESTIONS

When questioning the notion of hierarchy and "experts" in the community engagement, what groups (both formal and informal) have advocated from within communities for political, social and cultural empowerment? How can design firms amplify these groups and individuals as true experts and community advocates? Additionally, what is a fair compensation for advocates who are contributing their expertise? For reference, consider engineers and consultants pay.

In modern times, racism is rarely explicit, often unintentional, and frequently codified implicitly in an organization's practices as a result of historic injustices. How can an organization identify racist practices by viewing its practices in parallel with structural injustices?

How can historically marginalized voices gain strength and empowerment by an organization's ability to take accountability for past injustices and harms? Moreover, how can taking accountability make room for those empowered individuals to create new systems of collective empowerment?

Leadership & Labor

Leadership & Labor includes hiring and promotion processes, internal employer-employee-member relationships, and organizational structure. An anti-racist organization is inherently anti-capitalist. Moving away from an exploitative economic system (i.e. capitalism), means deeply transforming our understanding of work, value, and basic needs and rights as people living in community with one another. The removal of barriers and harmful hierarchies and policies must be followed up by reparative and constructive measures that go beyond BIPOC member outreach, resource distribution, and mentorship.

SCENARIO

As a director of a non-profit: our founders and leadership level staff are white. They are great assets to the organization. We are diversifying but because of the pre-existing structures of the organization, most BIPOC staff are not in leadership roles.. It is my responsibility to nominate BIPOC members to leadership positions and provide transparent pathways to leadership to ensure underrepresented voices continue to be heard. Moreover, I can encourage non-BIPOC leaders to step down to allow space for BIPOC leadership.

As a director of a foundation: Our foundation is decades old and our namesake was someone who caused harm. Although our foundation now does work in alignment with Design Justice principles, some board members are questioning how to reconcile that past and future of the foundation. As the director of the foundation, it is my obligation to acknowledge institutional biases. It is necessary to force structural transformation of existing policies and procedures in order to promote outcomes of equity as opposed to assimilation.

QUESTIONS

Even if an organization is not directly responsible for lack of BIPOC representation in staffing, leadership and clients, what are the underlying issues that cause the organization to complicitly participate in systems of white supremacy? How can the organization pro-actively increase representation in their field by acknowledging and owning their past complicity?

Many organizations assume that because no BIPOC candidates apply for employment or that because educational institutions lack representation, it is not an organization's responsibility to fix what is outside of their control. How can organizations use their platforms, their practices and their capital to encourage and create transparent pathways for BIPOC? Some examples may include transparent pathways to leadership within the organization, transparent pathways to educational opportunities, and transparent pathways to financial access to design.

Operational Goals & Achievements

Operational Goals & Achievements includes how the organization designs its programming, award processes, and projects around shared values. As an anti-racist organization, these values must align with design justice and local community needs.

SCENARIO

As an employee at a non-profit: I work at a non-profit organization whose mission is to offer sustainability consulting and resources to improve climate resilience in communities. Although we have a diverse group of communities who take part in our programs, we do not specifically focus on issues that address climate gentrification or the way in which environmental crises further marginalize BIPOC and low-income communities. As an employee with no direct decision-making power, I want our organization to do better. I can amplify my voice by joining with others working in my field inside and outside of my organization. Together we can co-create free tools and resources and offer support to organizations working on redefining and rebuilding their structure and values. As a group we can amplify our message as a collective and influence organizations which affect our communities.

As a director of a professional organization: The membership in our professional organization is disproportionately white. Some members have called on our organization to acknowledge our profession's role in upholding white supremacy. Other members think that our organization should stay "apolitical" and concentrate on design and architecture disconnected from controversial ideas. As the director of our professional organization, it is my responsibility to advocate for reparations within the built environment. I can organize a group of members to co-create and publish the organization's new anti-racist framework, address and document past harm by regularly reaching out to past and present BIPOC membership, and ensure the organization's new mission explicitly reflects, engages, and benefits the BIPOC community.

As a community member: A philanthropic foundation has committed funds for projects in my neighborhood. Although the projects are well-intentioned, they do not substantively address basic functional needs such as affordable housing and food justice. As a community member who is directly impacted by their work, it is within my rights to advise the organization to include intergenerational BIPOC community members in engagement or compensated advisory roles that will promote transparency, foster trust and to create meaningful stakeholderhood that will result in substantive change within communities. I can amplify my voice by organizing with my neighbors and the businesses in my neighborhood to sign on to a letter addressed to the foundation.

QUESTIONS

How can the inclusion of community members on panels deciding RFP and RFQ selections benefit design outcomes including: performance, longevity and community stakeholderhood? Furthermore, how do you approach those community advocates who have already been doing anti-racist work to become part of formalized selection process?

How does licensure uphold a system of gatekeeping that furthers white supremacy? Consider how education requirements, fee-structures, test prep materials all act as elements of an exam industrial complex which are revenue generators for the industry while simultaneously acting as barriers to BIPOC designers.

ACADEMIC INSTITUTIONS

Curriculum & Methodology

Curriculum & Methodology includes the who, what, where, why, and how of coursework and learning methods. From citing BIPOC voices in syllabi to completely transforming the way knowledge is shared in the academic community, anti-racism requires acknowledging the history of oppression that much of design education is based on at every level of required coursework—and degree programs themselves. Being an anti-racist academic institution involves removing the historical and harmful content, barriers, and expectations that reinforce cycles of trauma and co-creating a knowledge-sharing environment that upholds cycles of healing and joy in its place. These changes necessarily require advocacy beyond the university, as well as collaboration with a network of academic institutions and accreditation boards.

SCENARIO

In an administrative or leadership position: A coalition of students have publicly called on our college to acknowledge that we as an institution have perpetuated cycles of harm. As someone in a decision-making role in the college's curriculum, it is my responsibility to acknowledge student demands, invite them and encourage them to be part of a task force that directs curriculum which integrally considers the role of design in liberation while recognizing historic racism in the built environment.

In an administrative or leadership position: Our college's design build program is based on the semester system in order to fit within our academic framework. As a result, projects are designed, permitted and built within 1 academic year. I acknowledge that any built project needs true community stakeholderhood which results from community participation and community control. Recognizing that relationships and trust are earned, my responsibility as someone in a leadership role in our program is to provide adequate time to conduct outreach, allow for schedules to morph outside of the academic calendar, and to proceed only when communities actively validate the process.

As an instructor: I have rooted teaching in fabrication technologies and parametric expression in design topics which I have formerly thought of as apolitical. Because of student-led movements for justice, I want to do better. To start, I can listen to students' demands about injustice in the curriculum and learn from their demands. Furthermore, I can open the syllabus to the student task force for critique and develop shared evolving methodologies for collaborative, non-hierarchical learning.

As a student: My university has ignored and suppressed calls for acknowledgement of their historic and current role in injustice and white supremacy. By organizing with other students to form a student-led task force, together we can form a list of demands; publish them to social media outlets and demand for a role in decision-making from university leadership. Our student task force can find support and solidarity with other student groups working on similar campaigns.

QUESTIONS

What are the pedagogies that are currently taught and that have historically been taught? How can an academic institution make reparations for injustice and white supremacy that has been embedded in the curriculum?

Do classes and studios adequately center justice in course work? If not, why not? Consider that even supposedly unbiased, objective technology often reproduces racist intentions of its creators. Reconsider the question: why are some topics of academic study NOT seen as integrally connected to justice and how can a holistic view of education view ALL classes through a lens of justice in order to make reparations through design.

Studio & Learning Culture

Studio & Learning Culture is the software to the hardware of Curriculum & Methodology; it includes the behind-the-scenes care work, mentorship, and programming for students, faculty, and staff that cultivate a wholesome learning environment for all members within the institution as well as the extended communities who are impacted by coursework and research, and who ultimately ground and validate academic pursuits. An anti-racist studio and learning culture necessarily pushes back against competition, "honorable all"-nighters, arbitrary grading and evaluation. It instead provides support systems for nonhierarchical relationships, in which faculty or facilitators learn alongside students alongside local community members to collectively design our shared, built environment.

SCENARIO

In an administrative or leadership position: Our college's retention rate for BIPOC students is lower than for white students. As I look at files of students who have voluntarily and involuntarily left, there are specific academic and financial reasons why each left. None of these reasons implicate the school in openly discriminatory practices. However, it is my responsibility to serve equitable outcomes and to find the root causes of inequity whether intentionally discriminatory or not. I can use my power as an administrator to foster a culture of centering health, self-value and wellness in studio spaces through leadership advocating for and supporting students as whole people. I can create a wellness program founded in student assessment of the current harmful studio culture. Moreover, I can create a plan for a fund to provide ongoing financial support for BIPOC students throughout their education.

As an instructor: Many of the students who drop or fail my classes are from historically marginalized communities. As an instructor, I want to see students succeed but I can't grant passing grades for work that does not meet academic standards. In order to be accountable for justice in learning environments, I can co-create guidelines for my studio syllabus to allow for flexibility, expression and wellness in all courses that account for alternative measurements of accomplishment. Additionally I can organize and advocate with my peers to dismantle the grade system as the only measure of success and instead use alternative growth assessments for students.

As a student: My classmate is falling behind on coursework because of extenuating financial circumstances. To advocate for my classmate and other students experiencing barriers to educational access, I can organize a student coalition to write a list of demands of the school to acknowledge and make repairs for continuing to uphold these barriers. Demands may include to provide ongoing financial, career, and health support for BIPOC students throughout their education and to provide flexible tuition and sponsorship for BIPOC students.

QUESTIONS

How has the semester system perpetuated the reverence of schedules over community empowerment?

Who are the designers that the profession uplifts and why are they disproportionately white? What are the standards that designers use to determine what is worthy of uplifting?

Leadership & Staff

Leadership & Staff includes hiring and promotion processes, as well as internal relationships between students, faculty, administration, and academic department structure. An anti-racist academic institution must remove existing barriers to design education and work to dismantle the university and nonprofit industrial complex. A school's pursuits towards "academic excellence" are inextricably intertwined with investments in and relationships with local to international governing bodies, corporations, and land and real estate. Its leaders must facilitate a cooperative process for developing alternative structures that challenge the very basis of how knowledge is created and shared.

SCENARIO

In an administrative or leadership position: Our university has made strides in hiring more BIPOC faculty and staff. However, the number of faculty who earn tenure are disproportionately white. Although we have hired tenure track BIPOC instructors, they do not meet the standards required to gain tenure. However, it is my responsibility to acknowledge inherent white supremacy in standards of academic achievement and to co-develop pathways with a Design Justice task force to thoroughly evaluate and identify existing hiring practices, remove practices that uphold white supremacy, and restructure the hiring criteria and processes for faculty, tenure, and leadership positions all while creating transparent pathways for promotion.

As an instructor: At my university, there are a few committed instructors who have taken responsibility for working towards design justice. Many of the faculty and staff are supportive but have not prioritized justice in their curriculum or methodology. As a professor, it is my right to advocate for the school's administration to create a free anti-racist resource library and facilitate free public forums for self-education and open dialogue among institution leadership, faculty, staff, and students. Selection of resources and forum topics should follow Design Justice principles.

QUESTIONS

How can an institution democratize education? I.e. by disentangling from commonly practiced models of tuition? If not, how can that institution transfer its platform and capital to support other educational models that are not tied to profit?

What is the history and founding of the institution and does that history affect how BIPOC candidates may view the institution? What are the institution's practices that disproportionately exclude BIPOC candidates from qualifications?

How can declarations of an institution's commitment to anti-racism be sincerely manifested? What do we need to enact the radical restructuring required to repair historic harms?

LOCAL GOVERNMENTS

Leadership & Staff

Leadership & Staff includes hiring and promotion processes, as well as internal relationships and training within planning, building, and design-related municipal departments, boards, and committees. An anti-racist local government must collectively evaluate its plans, processes, and objectives and realign them with the Design Justice Demands. A "democratic" government must reckon with its obscured processes, problematic leaders, appointments, and policies, and racist histories. Its leaders must facilitate a cooperative process to develop structural care for communities, provide basic needs and reparations to the marginalized and displaced, and advocate for the broader systemic overhaul away from capitalist interests and anti-Blackness.

SCENARIO

As a citizen: My community was impacted by "urban renewal" in the 1960s. Now it is suffering from the typical symptoms of "urban renewal".

As a Planning Commissioner or Director: Our City's CZO includes voluntary and mandatory inclusionary zoning with a Payment In-Lieu fee for developments not meeting requirements. Since adoption of these ordinances, housing insecurity has gotten worse or marginally changed due to market factors. As a Planning Commissioner, it is my responsibility to advocate and enact policies that increase representation of liberatory practices. It is within my scope of work to initiate a task force to establish a land bank or investment fund in which non-Black developers contribute to development in predominantly Black neighborhoods. Developers can choose to either build affordable housing units OR contribute to the land bank/ investment fund. A Heritage Commission Board should enact and oversee Policy. Establish land conservancies and stewardship councils to facilitate land returns and remediation.

As a project applicant or developer: As a developer, it is my responsibility to be transparent, accountable and to have clear goals centering justice in each project. Part of the scope of my work is to report publicly on the effects of the development including but not limited to economic effects, access to food and housing, infrastructure improvements and access to public services

QUESTIONS

Who is planning for? How has the history of planning and policy privileged white space at the expense of marginalized communities and how is that reflected in the lack of representation in agencies?

Who are leaders in municipal agencies and what standards does the industry use to determine who qualifies to be decision makers? How can new standards of qualification increase representation and therefore to create justice-centered policies and practices.

Budget & Investment

Budget & Investment includes policies around economic development, sponsorship, and funding models for public projects. An anti-racist budget and investment model is not only transparent, but is a universally accessible process which facilitate collective decisions by the communities who the local government serves. An anti-racist budget must divest from profit-driven entities, prisons, police, toxic infrastructures, and other systems that actively harm BIPOC, migrant, and undocumented communities; and prioritize the health and care of marginalized communities and our shared environment.

SCENARIO

As a staff planner: In reviewing applications, I noticed a continued trend of development projects which, though compliant with our CZO, disregard the need to repair for past harms in the built environment. As a staff planner, I can advocate to my department to implement a formal standard that specifies racial equity outcomes in policy making and to require departments to conduct a racial equity analysis of all budget requests and policy creation using precedents for a reference such as the Seattle Racial Equity Toolkit. I can also organize my peers in the department to compile an easily accessible database that tracks the distribution of public money in past, public, and future developments and advocate to the Planning Director to publish it to the City's website.

As a Planning Commissioner or Director: Our City's CZO includes voluntary and mandatory inclusionary zoning with a Payment In-Lieu fee for developments not meeting requirements. Since adoption of these ordinances, housing insecurity has gotten worse or marginally changed due to market factors. As a Planning Commissioner, it is my responsibility to advocate and enact policies that increase representation of liberatory practices. It is within my scope of work to initiate a task force to establish a land bank or investment fund in which non-Black developers contribute to development in predominantly Black neighborhoods. Developers can choose to either build affordable housing units OR contribute to the land bank/ investment fund. A Heritage Commission Board should enact and oversee Policy. Establish land conservancies and stewardship councils to facilitate land returns and remediation.

As a project applicant or developer: As a developer, it is my responsibility to be transparent, accountable and to have clear goals centering justice in each project. Part of the scope of my work is to report publicly on the effects of the development including but not limited to economic effects, access to food and housing, infrastructure improvements and access to public services and amenities. Reporting should happen prior to the time of permit applications as well as a follow up post-occupancy report so that I am accountable for the outcomes of the project.

QUESTIONS

Developers have historically profited from the harms of development and "revitalization". How can developers use their capital to repair harms. Moreover, how can policy prevent developers from further profiting from harm?

How has racism fed into fear? How has fear discluded BIPOC from community engagement and community self-determination? How has lack of BIPOC community representation further exclude already harmed communities? How can a community mediation process repair harm?

How do municipal agencies directly and indirectly cause or exacerbate housing insecurity? Examples may include practices that affect: eviction, sweeps, gentrification, use of AMI, zoning, loitering, policing, etc. How do these examples feed into a larger system of criminalization of housing insecurity.

Planning & Development

Planning & Development includes projects, policies, and platforms that make up the implementation process. An anti-racist planning and development process removes existing barriers and loopholes designed to favor wealthy real-estate developers. It creates collaborative processes and liberation-based legislation to protect communities against displacement and facilitate access to affordable housing, food, education, healthcare, and other basic structures for community care.

SCENARIO

As a staff planner: I am seeing ordinances and practices that are harming communities. As an employee of a municipal agency which publishes these ordinances, I am able to organize other employees and together we decided that as a local government agency with influence on justice, we could advocate for the leadership and staff agency to hire or foster an internal Design Justice group focused on anti-racism within the department.

As a Planning Commissioner or Director: I have noticed that despite our efforts at inclusion and mentorship, many BIPOC staff have left positions as planners and policy makers. As an employer at the City's Planning Department, I can take accountability for equity and establish a task force to establish a platform for BIPOC experiences to be heard anonymously and to be addressed by people in positions of power.

As a project applicant or developer: As a real estate developer who has seen the detrimental effects of profit driven development, I value centering justice over profits. The CZO in my city does not have adequate community engagement requirements and I would like to use my influence as a developer to hire community experts, culture bearers, and community members to help direct my project and refer to published guides on community organizing experience as a precedent for other developers.

QUESTIONS

As planning is currently commonly practiced, racism is rarely explicitly written into regulatory documents. Nonetheless, racism is clearly manifested and embedded in modern agencies. How has discrimination and inequity been directly or indirectly codified in historic codes, ordinances and regulatory agencies? How have modern regulatory documents inherited colonialism and neo-colonialism?

How can new standards offer reparations to communities that planning and "revitalization" have historically harmed?